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Promotions for Certain Rural Affairs
Personnel in Saigon

As you know, the Mission in Saigon has long since recommended certain individuals for promotion who have served in an outstanding manner as provincial and regional representatives. I was informed before leaving Saigon that the next paneling for such personnel would occur in August. I therefore submit this memorandum as a reminder, in the hope that at this time favorable action can be taken on the following individuals:

1. E. J. Ruoff: - Ruoff is an R-6 serving as regional representative for Lower III Corps, which includes the most critical provinces of Vietnam. He is also our most competent regional representative to date, although closely followed by George Melvin. As an R-6, Ruoff has supervised R-4's, such as Hatcher James and, presently, Ralph Raynton. He is resourceful and adept in handling GVN and U.S. officials. He is held in respect by the military, and his orientation is strongly focused on the programs and projects of Rural Affairs in his area. He is about 36 years old and his continued retention as an R-6 in the position he holds reflects much more credit on his patience than it does on AID's recognition of his services.

2. Earl Rhine: - Rhine is province representative for Darlac Province and has been outstandingly productive and dedicated, considerably more so than Dwight Davis who recently received a promotion from R-6 to R-5. Both men formerly served with Dooley in Laos. Rhine has developed a vast number of productive projects in Darlac, is completely devoted to his duties, and makes a fine representative both of AID and of the United States in Vietnam. I think it very important that he be recognized.

3. C. E. Doughty: - Doughty, like Rhine, was one of the original hands in the Rural Affairs effort in Vietnam. In a relatively quiet, steady, practical way he has established himself as a key man in Binh Dinh province, which is one of the two or three most important provinces in Vietnam. He is solid, dependable, devoted to duty, and has conducted without fanfare a consistently strong program in this province. He is a mature individual whose contribution clearly deserves immediate recognition. He has been an R-6 and should be promoted to R-5. The inconsistency of retaining such a man as an R-6 when people are now being newly appointed at equal or superior grades is apparent, taking into account Doughty's demonstrated competence and service in Vietnam.

4. Neil Jamieson: (R-7) - Jamieson is also one of the relatively early arrivals in the Rural Affairs program in Vietnam. He is shy and quiet, speaks Vietnamese fluently, and is so absorbed in his work that he must virtually be ordered to Saigon. I would estimate that Jamieson would hardly spend an aggregate of two weeks in Saigon in a given six months period. He has been for some time provincial representative in Phuoc Long province, where he is highly respected by Vietnamese and U.S. military alike. Prior to his present assignment, he was provincial representative in Tay Ninh, preceding Ed Navarro, where he laid much of the foundation for Navarro's later success. He clearly deserves to receive recognition from A.I.D. in the form of a promotion from R-7 to R-6.

5. Edmundo Navarro: (R-6) - Ed is province representative in Tay Ninh. He is a deeply motivated individual, an American citizen of Philippine extraction in whom the will to win and the will to uphold the United States image as well as that of the land of his birth burns like a flame. A former guerilla in the Philippines, a Lt. Col. in the U. S. Army, Navarro has the tact, maturity, motivation and experience to have made himself something of a symbol in the A.I.D. effort in Vietnam. He is a person who feels a deep indignation when coca-cola and ice are brought in by helicopter for the use of Vietnamese or U.S. officers while Vietnamese troops on operations have no water ration. You may recall that after the Ben Cau disaster of last February and March, Navarro had a million and a half piasters and many tons of wheat, cement and roofing in place within twenty-four hours to relieve the inhabitants whose houses (over 600) had been destroyed by ARVN artillery and air strikes. Navarro has not been in Vietnam as long as the others mentioned above, but if his time on the job is found to have been such to satisfy personnel regulations, he clearly should be promoted from an R-6 to an R-5.

6. Robert Burns: - Burns is an extreme individualist who is deeply committed to his work. He is not as diplomatic as he might be, but in the long run the Vietnamese appreciate sincerity above all else. Burns was outstandingly productive as province representative in Phu Yen province. When I took charge of Rural Affairs on February 21, 1964, Burns was already acting as regional representative. This was a new game for him and he proceeded with more sincerity and energy than with the diplomacy and even duplicity required to establish himself with the U.S. military machine in II Corps. He was accordingly reassigned from II Corps representative to representative for the lower half of II Corps with the northern half being assigned to Hatcher James who is more competent as a diplomat and who is experienced in handling the U. S. military. Nevertheless, and admitting that Burns has much to learn about operating at a higher level, his outstanding service at the province level since the outset of the Rural Affairs operation justifies, in my opinion, his promotion from R-5 to R-4.

7. Leonard Maynard: - I mention Len Maynard last because, as an R-3, he is in a less uncomfortable position than that of people like Ruoff and Doughty. Nevertheless, it must be noted that Maynard has been a tower of strength in the Rural Affairs operation since its inception. As you know, he was first an outstanding regional representative in ICorps, in recognition of which he was brought to Saigon to work in the Central Office. During the period of November to February, when Mr. Phillips was away from post and Mr. Fraleigh was ill with hepatitis, Len Maynard held together the Rural Affairs organization with help from Mr. Schanman. Maynard was handicapped by the fact that he viewed himself as a caretaker for a chief who was temporarily absent. Thus, he did not feel free to assume full responsibility for making all the operational administrative decisions which were increasingly required as time went on. After I took charge of Rural Affairs, Mr. Maynard was confined in a new slot as Chief of Operations. His knowledge of the program, his capacity and motivation to work endless hours, coping with all aspects of the operation, and I would particularly cite his work in organizing the first presentations for the McNamara visit in November or December, his ability to "relate" to the Vietnamese and his deep interest in that country all made him an outstanding and valuable employee in the Mission. He has not had a vacation, to my knowledge, since he arrived in Vietnam in 1962, and with the arrival of Tanham and Wilson who will have to learn the program anew, his services continue to be crucial. It would be hoped that such a performance, in the most crucial aspects of the most crucial program and in the most crucial country where A.I.D. is present, would be rewarded and recognized by promotion from R-3 to R-2.

I realize that considerable bureaucratic efforts were made here in Washington to recognize these people by some such device as temporary promotions. Such promotions would, however, not only be temporary, but also are specifically not based on merit. The foregoing individuals need appropriate recognition and promotion specifically based on merit. While clearly appreciating all that has been done to support the program in Vietnam, the field mentality which I still represent may perhaps be forgiven if it suggests that action is needed, not just efforts. I sincerely hope that no opportunity will be lost, through oversight or otherwise, to secure the promotion of the aforementioned individuals. Failure to do so would neither reflect credit on A.I.D. nor augur well for their continued availability to the program in Vietnam.

I appreciate the privilege of bringing these matters to your attention.